GURU JAMBHESHWAR UNIVERSITY OF SCIENCE AND TECHNOLOGY

DEPARTMENT OF APPLIED PSYCHOLOGY

HISAR

SYNOPSIS

TITLE OF THE PROPOSAL: Role of work life balance, Job Satisfaction and resilience on mental health of private and public sector employees

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Introduction and Review:

Work Life Balance

The term work life balance emerged in 1986 to address concern shared by individuals and organizations regarding a potential impact of work on family life and vice versa. This led to the recognition of 'family-work conflict'(FWC) and 'work family conflict'(WFC) with FWC also termed, work interferes with the family and WFC alternatively labelled 'family interferes with work' . Essentially, from a scarcity perspective, time spent on work is seen as time detracted from one's family life.

Work life balance refers to the equilibrium between time you engage in doing your work verses the time one spends with one's family and friends and leisure time activities. The ideal work-life balance for an individual entails finding the optimal mix of engagement in paid employment (including hours and working conditions) and fulfilment in other areas of their life. This equilibrium will shift as individuals progress through different life stages and encounter evolving obligations and interests in both their professional and personal spheres. (Kanthisree, G. ,2017).

Enhancing one's work life equilibrium can enhance one's holistic well-being, encompassing physiological, emotional and mental health. Research indicates that extended work hours can precipitate grim health ramifications, including disrupted sleep patterns, depressive tendencies, excessive alcohol consumption, diabetes, cognitive impairment and cardiovascular ailments. Regrettably, as these conditions manifest, they can further compound work life challenges, perpetuating a detrimental cycle.

While both employers and employees might perceive prolonged working hours as synonymous with heightened productivity, numerous studies suggest otherwise. For instance, a study conducted by Stanford university and IZA revealed that beyond a certain threshold, employees' efficiency dwindled, coupled with heightened risks of errors and workplace injuries. Hence, attaining a balanced work-life harmony can alleviate stress, enhance emotional well-being and elevate overall productivity, thereby bolstering employers; bottom lines.

In a 2003 study, it was found that workers frequently find themselves mentally absorbed by their job even during off-hours, and struggle to fully engage in personal activities or

relationship. As researchers Ezzedeen points out. ‘Contemporary employment is predominantly knowledge-oriented, dynamic and mentally demanding; individuals overwhelmed by their work load tend to constantly dwell on work matters. Consequently, for numerous individuals, work has become persistently intrusive on their cognitive faculties.

Ezzedeen and Swiercz discovered that the cognitive encroachment of work leads to diminished job satisfaction, decreased happiness, heightened work-life conflict and increased susceptibility to burnout. Their findings indicate that this phenomenon transcends demographic variables and individual personality traits, instead being fundamentally linked to the job’s structure and organizational culture fostered by the employer. (Lockwood, N. R. (2003).

Another research examines how work–life balance (WLB) influences various individual consequences within different cultural contexts. Research revealed that achieving a balance between work and personal life positively correlated with job and overall life satisfaction, while inversely correlating with feelings of anxiety and depression across the seven cultural contexts examined. Furthermore, the influence of work–life balance on these outcomes was moderated by factors such as individualism/collectivism and gender egalitarianism. In individualistic cultures, individuals experienced a stronger positive association between work–life balance and job/life satisfaction compared to those in collectivistic cultures. Similarly, in gender egalitarian cultures, higher levels of work–life balance were linked to greater job and life satisfaction and lower anxiety levels.(Haar, J. M. et. al).

Another research findings suggest that the impact of job stress on work–life balance is notably more pronounced among women. Furthermore, male participants demonstrated higher levels of proficiency in managing workplace anger and displayed a greater ability to detach from work-related stressors. Conversely, males reported experiencing more health-related challenges stemming from job stress and work–life imbalance, whereas females exhibited lower levels of career resilience due to familial obligations and characteristics.(Solanki, S., & Mandaviya, M. (2021).

Job Satisfaction

It refers to employee's all-inclusive feelings in relation to their jobs. It is the state of contentment and well-being of a person related performance in the place of their work and its environment. The degree of job satisfaction of employees can be seen as how a person works. Low level of work satisfaction may be deducted from lower stability, responsibility, discipline, staff shortage and so on.(Hajdukova, klementova & klementova, 2015).

Research findings indicates that there is a positive correlation between job satisfaction in employees and mental health's global index, depression and social action. It was also observed that employed men are less contended with their jobs as compared to employed women. Furthermore, employees who worked longer in their jobs have much more satisfaction.(Nadinloyi, Sadeghi & Hajloo, 2013).

Another research findings revealed a positive correlation between dissatisfaction in the workplace and various aspects of mental health such as social engagement and depression. Moreover, the study observed that women in employment tend to exhibit higher job satisfaction compared to men. Furthermore, longer tenure in a job was associated with increased job satisfaction among workers. These outcomes validate prior research highlighting the significance of job satisfaction in enhancing mental well-being, particularly in fostering better social interactions and mitigating depression. (Nadinloyi, K. B., et al.)

It is also observed that there is a considerable difference between government and non-government employees in case of various job-related factors. Research found that there is a notable positive relationship between job stress and type of job. Considerable job stress was found in case of non-government employees as they perceive low level of job safety and high work load. In addition, significant negative correlation was seen among job satisfaction and gender, women employees were less contended with their lower-level work plus lower salary and as well as due to less social safety than men.((Nahar, Hossain, Rahman, & Bairagi, 2013).

Factors affecting job satisfaction

Personal factors: refers to variables like employees' gender, age, marital status, socioeconomic status, qualification, family background and other similar things.

Factors inherent in the job: like working conditions, task assigned and job environment.

Factors controlled by organization: like pay check, duration of work, type of supervision, promotion pattern.

These factors give the employees a sense of job happiness and motivation.

Resilience

“Resilience is a choice. It’s choosing to rise above your circumstances, no matter how difficult, and become the person you meant to be.” ____ David Goggins.

In certain disciplines, resilience has been narrowly defined as the speed at which a system returns to equilibrium following a disruption. Conversely, some interpret resilience as the potential to bounce back or recuperate after a disturbance, while others view it as a broader concept encompassing the restoration to a prior state. In popular terms, resilience is often described as the ability to endure amidst change, to evolve alongside shifting circumstances. Resilience-oriented thought explores the interplay between gradual shifts and sudden disruptions, examining the adaptability and transformative potential of individuals, communities, societies, and cultures when confronted with dynamic changes. (Folke, C,2016).

The concept of resilience is employed across various contexts in research, encompassing the prevention of mental health disorders, adept adaptation to challenges, and the ability to promptly recover from adversity, often leading to psychological growth following trauma. Essential psychological components contributing to resilience include secure attachment, the cultivation of positive emotions, and a sense of purpose. While there is considerable overlap between psychological and biological studies on resilience, particular emphasis has been placed on stress sensitivity, with emerging evidence highlighting the significance of rewarding experiences in fostering resilience.(Rutten, B.P., et. al).

The findings of a research suggest that the resilience of an organization significantly impacts its business performance, including aspects such as financial stability, customer relations, and operational efficiency, as well as employee job satisfaction in terms of both financial rewards and personal fulfilment. Nonetheless, the correlations between job satisfaction and business performance were found to be only partial, suggesting that satisfaction may influence performance through intermediary factors(Beuren, I. M, et al).

"Nearly half (up to 46.9%) of the participants exhibited a heightened inclination toward turnover, with over a quarter (more than 26.3%) expressing a moderate intention to leave

their positions. The satisfaction derived from their work as village doctors not only directly influenced their likelihood to leave but also exerted an indirect influence through their level of engagement. Furthermore, the level of engagement demonstrated a direct negative correlation with turnover intention, while resilience played an indirect role in reducing turnover intention through its impact on engagement. These findings strongly affirm that job satisfaction, resilience, and engagement are robust early indicators of village doctors' propensity to leave their roles(Zhang, X., et al.).

Mental Health:

Mental health is not a destination, but a process__ Noam Shpancer.

According to the WHO "Mental health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, contribute to their community". According to US department of health and human services, "mental health refers to a person's emotional, social and psychological well-being."

Mental health is a dynamic state of internal equilibrium which enables individuals to use their abilities in harmony with universal values of society. Basic cognitive and social skills; ability to recognize, express and modulate one's own emotions, as well as empathize with others; flexibility and ability to cope with adverse life events and function in social roles; and harmonious relationship between body and mind represent important components of mental health which contribute, to varying degrees, to the state of internal equilibrium. (Galderisi, S. et al, 2015).

Over 14% of the global burden of disease has been credited to neuropsychiatric disorders largely because of the persistent debilitation caused by depression and other prevalent mental conditions.(Prince, Patel, Saxena, Maj& Maselko, 2007). A lot of people consider a mentally unhealthy individual as someone who is aggressive and hostile in his behavior and would consider a healthy individual as someone who is always cheerful and productive. But in reality individual with good metal health often feels downhearted, angry or unwell, as this is all a part of living life and being a human. Keyes identifies three parts of mental health:

Emotional well-being: involves pleasure, satisfaction and interest in life.

Psychological well-being: appreciating the way one is or one's personality, having good interpersonal relationships and being good at handling responsibilities.

Social well-being: positively carrying out one's societal responsibilities, being part of a community and having a sense of social coherence. (Galderisi, Heinz, Kastrup, Beezhold & Sartorius, 2015).

Male and female experience diverse kind of mental health issues. Usually, female exceed male in internalizing mental health issues like anxiety and depression, male tend to turn towards externalizing disorders like substance abuse and antisocial behaviour. Studies on mental health and gender indicates that men and women differ in the type of stressor they face, their coping mechanisms, their social relationships and in their personal relationships.(Rosenfield, Mouzon, 2013).

Daily hassles as compared to other traumatic incidents are increasingly identified as significant risk variables for mental health. Research suggests that self-efficacy works as a buffer of everyday hassles. With superior results sizes for positive in contrast to negative mental health.(Schofeld, Brailovskaia, Bieda, Zhang & Margraf, 2016).

Rationale of the study

Despite work and family are widely acknowledged as fundamental aspects of life, they have been relatively neglected in the psychological literature. The study aims to reveal the relationship among variables like work life balance, job satisfaction, resilience and mental health, contributing to the existing empirical knowledge about how they impact the well being of an employed individual.

This study not only addresses a gap in the existing literature on well-being but also substantially enhances our understanding, both theoretically and practically, of the correlation between resilience, work-life balance and mental well-being. The current research also explored the psychological asset of resilience concerning job and family contentment as well as mental well-being. This holds significance as stress-induced ailments contribute to absenteeism, sickness and staff turnover. Studies focusing on resilience within a workplace context are scarce;

nevertheless, the findings of this study could aid managers in fostering resilience among their employees to bolster their own resilience levels.

The outcomes of this study could assist managers, educators, HR professionals, behavioral analysts and management practioners in devising approaches to improve the mental health and overall well-being of their staff members. This study could also help to plan an intervention for future studies for employees as well as employers on how to manage their life and work effectively, improve their ability to bounce back from adversities and psychological well-being.

Objectives

1. To assess the difference between the work life balance , job satisfaction, resilience and mental health among public and private sector employees.
2. To see the gender difference in work life balance, job satisfaction, resilience and mental health among the public and private sector employees.
3. To determine the relationship between work balance, job satisfaction, resilience and mental health while controlling the years working experience.
4. To identify the predictors of mental health in public and private sector employees.

Hypothesis

1. There will be a significant difference in work life balance of public and private sector employees.
2. There will be a significant difference in job satisfaction of public and private sector employees.
3. There will be a significant difference in resilience level of public and private sector employees.
4. There will be a significant difference in mental health of public and private sector employees.
5. There will be a significant gender difference in work life balance, job satisfaction, resilience and mental health of public and private sector.

6. Work life balance, job satisfaction and resilience would emerge as significant predictors of mental health among private and public sector employees.

Research Design

Correlational research design

Variables

- **Independent variables**

  Work life balance, Job satisfaction, Resilience

- **Dependent variables**

  Mental health

- **Control variables**

  Age, Socio-economic status, Work experience

Sample

The study will include 500 adults in total with 250 participants from public and private sector each within the age of 30- 45 years. The sample comprises of both gender, 250 male and 250 female.

Inclusion criteria

- The study will include middle aged population of 30-45 years of employees who work in public and private sectors.
- Both male and female employees are taken as subjects.
- Employees whose work experience is more than 2 years.
- Employees who can read and write English.
- Employees who belong to low and middle socioeconomic status.

Exclusion criteria

- Employees below the age of 30 and above the age of 45.
- Participants who have not filled the questionnaire.
- Employees who are working from home.
- Employees whose socioeconomic status is high.

Description of the Tools

1. **Brief Resilience Scale**

   The purpose of its creation was to evaluate one's capacity for resilience in overcoming stressors. The BRS consists of six components with one, three and five framed positively and items two, four and six framed negatively. To determine the score, one must reverse code items two, four and six, then calculate the mean of all the six items . The Likert scale for the BRS is as follows: 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

2. **Job satisfaction**

   The present scale by developed by Dr. Amar Singh and Dr. T.R. Sharma in 1986. There are a total of 30 questions both positive and negative in nature with 5 alternatives. It assesses 2 dimensions of job satisfaction – job intrinsic (variables lying in the job itself) and job extrinsic (variables lying outside the job). Job intrinsic field was additionally conceptualised as job concrete(say: excursions, working conditions etc.)and job abstract (say: cooperating, democratic functioning etc.); and job extrinsic field as including three parts, viz., psycho-social perspective , financial perspective and community/ nation development perspective. The test-retest reliability works out to be 0.97. The scale demonstrates comparable results to Muthayya's job satisfaction questionnaire, yielding a validity coefficient of .74

3. **Work life balance scale**

   The HWLBS evaluates work-life balance by examining different life domains such as the impact of work on personal life, personal life on work, and the enhancement of work-personal life interaction. Utilized in both research and practical contexts, this self-report scale comprises 15 items rated on a seven-point Likert scale. Higher scores indicate better work-life balance. The HWLBS yields three scores: Work Interference

with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work-Personal Life Enhancement (WPLE). Interim consistency reliability was employed to assess the questionnaire's dependability. The Cronbach's alpha coefficient, at .853, confirms the questionnaire's reliability. Overall, the HWLBS is recognized as a reliable tool for assessing work-life balance's influence on mental health and overall well-being across different populations.

4. **Mental Health Inventory**

   It was designed to assess the mental health of an individual in various spheres of life. It was developed by Dr.Jagdish and Dr. A.K. Srivastava. It includes a number of statements in relation to your feelings about yourself in everyday life. There are 6 dimensions assessed by the inventory, namely, positive self-evaluation, perception of reality, integration of personality, autonomy, group-oriented attitudes and environmental competence. You have got four alternatives to respond each of the statements. Choose either of the four alternatives responses, i.e. Always most of time, sometimes, Never, which most suitably indicate the frequency of your feelings and views. There are a total of 56 questions of which 24 are positive statements and 32 are negative statements. The test-retest reliability of the test was found to be .77 as stated by test makers.

Procedure of the Study

After getting consent from the employees, the investigator will brief about the purpose of the study. Tools of the study will be administered to the participants. Informed consent will be obtained from the participants. Any doubts regarding the study will be clarified. Confidentiality of the patient will be assured.

Statistical Procedure

After the data collection, appropriate statistical tools will be used.

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